



## **BIGG**

**Building Institutions for Good Governance**

**Work Plan**

**January 1, 2003-June 30, 2004**

*Core Management and Budget Skills for Indonesian Local Governments*

Prepared for USAID



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**International City/County Management Association**



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## I. Overview

Indonesia can take pride in the progress made in decentralizing many government functions from the national to local governments. The introduction of decentralization was known to be a very risky process. However, since the promulgation of decentralization on 1 January 2001, the local governments have not only survived these first two years, but many of them have carried out their extensive new responsibilities with greater efficiency, transparency, and better knowledge and understanding of the budget process by the general public.<sup>1</sup> With the newfound responsibilities of the DPRD and with more citizen access to budgeting information, the executive branch has found itself needing to be both much more responsible for the allocation of scarce resources and accountable for the utilization of these resources.

The Core Management and Budget Skills for Indonesian Local Governments project has provided critical assistance to local governments in support of this decentralization process. Technical assistance and training have been made available to selected local governments to improve budget and financial management skills, support improved democratic decision making, enable more efficient and effective delivery of community services, and increase citizen participation. Under the current Task Order, the International City/County Management Association (ICMA) has built a strong foundation in developing these skills and has worked continuously with 18 local governments to improve budget and financial management capabilities. The publication program, along with regional conferences, has reached all of the local governments in Indonesia with new information and discussion of financial management issues from new policies or regulations that directly affect the way local governments can or should operate.

The implementation of performance-based budgeting (PBB) in local governments has been the prescribed methodology for our financial management assistance to local governments. This has been a challenging task. The approach taken during the first year was to bring the basic concepts to the local governments.

A new system of financial management was decreed by the Ministry of Home Affairs through KepMen 29 in July 2002. We feel justified in saying our project had some positive input to this decree, but there were still several elements in KepMen 29 that were not consistent with the methodology needed to implement performance-based budgeting. This has caused some difficulties with the direct use of the forms and methodology included with the KepMen 29 decree. With some adjustments, we were able to provide assistance that resulted in the citywide implementation of performance-based budgeting for all of our participating local governments.

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<sup>1</sup>This understanding and participation by the general public in the budget process is not new. The bottom-up planning under the New Order—with public discussions on needs taking place at all levels of government—appeared to be a very responsive system of planning and budgeting. However, the actual prioritization and allocation of resources was accomplished more through central guidelines from the Department of Finance and sectoral departments.

The work plan prepared for the 16-month extension includes several innovations based on our experience during the first two years. These innovations include:

1. Using a multi-tier approach to more effectively reach a larger proportion of local governments.
2. Recommending practical solutions to address some of the shortcomings of current government regulations
3. Working with several institutions to strengthen their understanding of performance-based budgeting
4. Exploring new ways to improve local government financial management systems
5. Developing the means for maintaining the progress made throughout this project as well as expanding the capacity to improve the application of performance-based budgeting in Indonesia
6. Formatting the work plan itself in terms of programs and activities, which are the elements found in a performance-based budget. This can serve as an example for developing these elements.

The work plan is presented in three parts; namely, the objectives, the assumptions, and the program. The objectives tie the project to program objectives under the USAID intermediate results. This alignment gives the project the foundation and overall direction to produce the expected results.

The assumptions included in this work plan set out the importance of underlying understandings and beliefs about our work. In addition, the current situation of the ordered evacuation has led to additional challenges requiring adjustments in the allocations of time and other resources. Though some activities have been delayed, the meticulous planning has been a continual process to improve our capacity to implement the program effectively.

The program is presented through five strategies. These five strategies represent the five focus areas for our assistance:

1. Human resource development
2. Delivery systems
3. Training material development through the delivery systems
4. Developing networks of strategic alliances
5. Establishment of an organizational framework.

The time line (see Annex A) shows when the activities under each strategy are expected to take place.

As we move toward continued implementation of this program, we see the many challenges, which we will work toward turning into effective opportunities to provide more meaningful assistance to local government participants.

## II. Objectives

The BIGG program operates under USAID Strategic Objective 10 (Decentralized, Participatory Local Government) and its four intermediate results (IRs):

- IR 1: Appropriate environment established to enable effective local government
- IR 2: Local government capacity strengthened to deliver effective services
- IR 3: Participation increased in local government decision making
- IR 4: Associations of local governments and officials established as advocates.

BIGG also strives to achieve the six principles of effective local governments advocated by ICMA. These are: (1) strong municipal leadership and management, (2) transparent financial management and budgeting systems, (3) efficient municipal and environmental service delivery, (4) long-range capital planning and investment, (5) democratic citizen participation in local government, and (6) sustainable community and economic development.

Under the BIGG program, the Task Order (TO) will contribute significantly to IR 2 and, to a lesser extent, to IR 3. Task Order activities in support of IR 2 are related to decision making in the areas of budget and financial management. With regard to IR 3, the Task Order will assist local governments to identify opportunities to increase citizen understanding and participation in budget development processes and documents. In conjunction with the two IRs, the Task Order's overall program goals are to strengthen the core management and performance budget skills of Indonesian local government officials, to support improved democratic decision making, to provide transparent and accountable financial management and budgeting systems, and to enable the more efficient and effective delivery of community services.

Given the high priority for ensuring the sustainability of BIGG's program initiatives under local leadership, this work plan is organized by five interrelated strategies:

**Strategy #1 Human Resources:** Establish a cadre of local government consultants with a wide range of knowledge and skills to develop responsive, informed local government decision makers.

**Strategy #2 Training Models:** Design and implement a delivery system for resource materials that uses a variety of models to optimize local resources and involves local government officials as active participants.

**Strategy #3 Resource Materials and Capacity Building:** Develop subject-focused financial management and staff development training materials, publications, and management tools, which are used to strengthen the core management and performance budget skills of Indonesian local government officials, to support improved democratic decision making, to provide transparent and accountable financial management and budgeting systems, and to enable the more efficient and effective delivery of community services.

**Strategy #4 Strategic Alliances:** Establish a network of strategic alliances that can sustain or enhance the programs and services.

**Strategy #5 Institutional Home:** Establish an organizational framework that can respond to local government needs and provide continuity of programs and services.

### III. Assumptions

The following assumptions provide a framework for the work plan. ICMA recognizes that these assumptions may appear arbitrary, but are necessary to define the parameters under which the deliverables of the Task Order extension will be completed.

1. **Performance-based budgeting focus leading to higher goal:** While our specific focus is on implementing performance-based budgeting, we believe that this focus helps accomplish a higher goal, which is to achieve the six principles of effective local government (listed in the Objectives section).
2. **Change in approach:** This Year 3 work plan somewhat changes the approach to aiding Indonesian local governments with implementing performance-based budgeting. In the first two years of the BIGG program, we focused on going deep (or vertically) into a relatively small number of local governments, providing this small number with extensive on-site assistance. We have learned a great deal from that approach and continue to refine it in Year 3 through our Kota/Kabupaten to Kota/Kabupaten (K2K) consulting model. But we also recognize that we need to be reaching more local governments even if we cannot provide the depth of consulting previously delivered. We have developed two new training delivery models, called Peer-to-Peer Networking (P2P) and Provincial Training, to accomplish this horizontal approach.
3. **Impact of loss of ICMA Cooperative Agreement (CA) program in Indonesia after September 2003:** Sustainability is the primary theme of the extension work plan. An integral part of building sustainability for performance budgeting in Indonesia is the local government associations. Many of our sub-tasks in the work plan are building blocks leading up to the APKASI (rural regions association) and APEKSI (urban regions association) developing and implementing their own training workshops in late September 2003. After extensive discussions with the CA staff, we have mutually agreed to no longer focus attention on APPSI (provincial governors association). The Task Order program is focused on implementing performance-based budgeting in urban and rural local government units (LGUs). Provinces, which are comparable to American states, are not required to implement performance-based budgeting (PBB). However, BIGG proposes to teach the basics of PBB to approximately 30 provincial staff members, contributing to the overall sustainability of PBB. The ICMA Cooperative Agreement is an important element in helping prepare the associations for this independent training role. They provide several staff who work on a day-to-day basis with the associations. The Task Order leverages the use of the CA staff's daily associational contacts to help achieve the TO deliverables relating to associations. Certainly, the potential discontinuation of the CA program on September 30, 2003, will impact the TO's ability to have daily input and contact with the associations. The assumption that the CA may not be continued past September 30, 2003, does impact how the TO will plan its sustainability work with the associations.

4. **Participants:** Although funding is provided by USAID, we recognize that the BIGG program has two primary participant groups: legislative and executive decision makers in local governments and the local Cooperating Country National (CCN) staff. Throughout the work plan, the tasks and sub-tasks are directed at identifying and designing ways to meet the educational needs of these two participant groups so that the overall USAID IRs can be accomplished.

## IV. Programs

This section of the work plan is structured in accordance with the five strategies outlined in the ICMA Task Order Extension Proposal from August 23, 2002. The timeline and due dates for these tasks and sub-tasks are shown in Annex A.

### **Program 1    Establish a cadre of local government consultants with a wide range of knowledge and skills to develop responsive, informed local government decision makers.**

The foundation of this strategy is BIGG's "training/consulting pool," which in this work plan is referred to as the Local Government Consulting Pool (LGCP). It consists of BIGG staff, specialists and professionals from a broad range of institutional settings, including local governments, universities, central ministries, and local government associations.

#### *Expected Program Results*

- *This pool or cadre will become the nucleus of a group of highly sought-after professionals—whether in the public or private sector—who are perceived as highly trained, and more importantly, extremely effective in furthering the democratization of Indonesia's local government.*

#### *Activity 1.01    Increase the Local Government Consulting Pool to 71 persons.*

As of December 31, 2002, BIGG has trained and used the following groups to deliver our highly interactive programs and services:

<b><i>Training/Consulting Pool</i></b>	<b><i>Primary Responsibility</i></b>	<b><i>Cumulative as of December 31, 2002</i></b>	<b><i>Cumulative as of June 30, 2004</i></b>
<b>BIGG Staff</b>			
Team Leaders	Consulting and Training	6	3*
Local Coordinators	Consulting	18	>=24
Trainers	Training	5	7**
<b>Partners</b>			
Association interns	Training	3	5***
<b>Total Core Consulting Team (CCT)</b>		<b>32</b>	<b>38</b>
<b>Other Partners</b>			
Universities	Training	8	16
Ministry of Finance	Training	5	11
Ministry of Home Affairs	Training	0	6
<b>Total LGCP</b>		<b>45</b>	<b>71</b>

\*This decrease is a result of transferring two team leaders to training positions and the promotion of one team leader to Director of Field Operations.

\*\*This increase is a result of transferring two team leaders to training positions.

\*\*\*Through 2002 we worked with one intern from each of the three associations: APEKSI, APKASI, and APPSI. In the extension we will be focusing on only APEKSI and APKASI, so the number "5" represents the "3" persons from the first two years, plus an additional person each from APEKSI and APKASI.

**Activity 1.02** *Increase the number of local governmental or provincial staff who can deliver the BIGG Training Series ABC on Performance-based budgeting to 162 persons.*

As of December 31, 2002, BIGG has trained the following groups on delivering the ABC Training Series on performance-based budgeting:

<b>Group</b>	<b>Cumulative as of December 31, 2002</b>	<b>Cumulative as of June 30, 2004</b>
Local government staff	0	12
Province staff	30	150
<b>Total</b>	<b>30</b>	<b>162</b>

**Activity 1.03** *Establish Memorandums of Understanding (MoUs) with universities involved in P2P training.*

We plan to continue to work with the Universities of Gajah Mada and Hassanudin to provide trainers/facilitators/resource staff for the P2P training.

**Activity 1.04** *Establish MOUs with provincial governments where Provincial training will take place.*

BIGG has identified the five provinces where we are currently active as potential candidates for the Provincial training model.

**Activity 1.05** *Work with the Ministry of Home Affairs (MoHA) on adding some staff to the Local Government Consulting Pool.*

In the first two years of the program we did not have any MoHA staff participating as trainers/facilitators for the BIGG program. BIGG anticipates adding several MoHA staff members as trainers/facilitators for the P2P training model.

**Activity 1.06** *Establish MoUs with universities for teaching the Provincial PBB ToT series.*

We plan to continue to work with the Universities of Gajah Mada and Hassanudin to provide trainers/facilitators/resource staff for the Provincial training.

**Program 2** **Design and implement a delivery system for resource materials that uses a variety of models to optimize local resources and involves local government officials as active participants.**

Entering the last phase of the BIGG program, our focus has substantially shifted to sustainability. In order to encourage the Indonesian BIGG staff to take on more significant roles in the program, we have conceived four new models for extending the concepts and materials of the program as far as possible.

**Expected Program Results**

- *For the Indonesian BIGG staff to take on more significant roles in the program, especially in the implementation of the new training and consulting models: K2K, P2P, Provincial, and Associational.*

*Activity 2.01 Conduct an assessment and issue a report for BIGG's current 18 LGU recipients to determine what has been accomplished to date and identify the "star" performers.*

BIGG will use the criteria delineated on pages 8–9 of the USAID Scope of Work plus any additional criteria deemed appropriate to differentiate between "stars" and graduates. Those LGUs that are considered "stars" will be asked to participate as hubs in the K2K program.

*Activity 2.02 Design and implement the Kota/Kabupaten-to-Kota/Kabupaten (K2K) Model.*

Based on this model, six "hub" or core LGUs from Year 1 and Year 2 of the program will begin transferring knowledge, skills, and experiences in performance-based budgeting and other financial management practices to one to two satellite LGUs in their immediate geographic area.

One focus area will be selected in conjunction with the hub and then that focus area will be used by the two satellites. The focus areas to choose from are health, transportation, and public works.

Local coordinators, working under the direction of a team leader, will assist the hub LGU to perform a major role in helping their neighboring satellite LGUs in developing a performance-based budget. The hub will be expected to commit a two-person team to this activity. This team will need to be drawn from the hub LGU's Technical Team that implemented performance-based budgeting. BIGG will train the two-person team in the use of the training materials for the six-day, three-part ABC workshop series. These staff members will help the team leaders and local coordinators conduct the three-part workshop series and any special workshops for neighboring satellite LGUs.

Team leaders and local coordinators will also work with the new satellite LGUs to help implement the concepts and develop the citizen participation plan, budget calendar and instructions, performance indicators, and performance budget. A local coordinator will be assigned to each of the new satellite LGUs. This in-depth, on-site learning approach could involve 12 additional LGUs, based on the final number of satellites.

The LGUs selected as the Kota/Kabupaten hubs will benefit from the experience of participating in the K2K program for several reasons. In addition to receiving regional and national recognition for their work in PBB, the hubs will continue receiving technical assistance in the preparation of performance budgets. The hubs' staff will also benefit through gaining technical experience by participating directly in the implementation of K2K program activities.

The selected Core LGUs and the candidate satellite LGUs for the K2K program are shown in Annex B.

*Activity 2.03 Design and implement the Peer-to-Peer (P2P) Networking Model.*

Trainers from the Local Government Consulting Pool will conduct P2P networking workshops. The associations will also play a special role in this model. With

BIGG's assistance, the associations will conduct a training needs assessment and identify interested LGUs to participate in this model (also see the Associational training model below). P2P is designed to bring together clusters of key decision makers from six LGUs at a time within a close geographic area. The primary goal of these workshops is to explain the concepts of performance-based budgeting to a much wider audience of potential users than the K2K model; however, participants in the P2P model will not receive the same in-depth technical assistance as those participating in the K2K model.

As part of the longer-term strategy, P2P will provide an opportunity to establish cohesive and geographically convenient networks of LGUs that share common policy and operating values and experiences. For example, the optimum design of P2P would bring together the key decision makers from six LGUs, including the district secretariat (Sekda), revenue manager, one key operating department head, and a representative of the local legislative council. Work sessions would include both peer groupings (i.e., all Sekda working together) and all key decision makers from one LGU group working together as a unit to maximize learning opportunities.

This two-pronged approach of using both peer groups and LGU decision-maker units provides an opportunity to learn from each other the pros and cons of a new way of managing financial resources. Each person brings his or her unique role and perspective. It also presents an opportunity to work as a decision-making unit to explore the concepts and strategies of implementing performance-based budgeting within their own organizations.

BIGG believes that during the proposed extension, 90 to 150 LGUs will gain an initial awareness and basic understanding of the concepts through the P2P model. BIGG recognizes that the P2P model is currently untested, and is making certain assumptions about the level of demand for information on performance-based budgeting.

*Activity 2.04 Design and implement the Provincial Training Model.*

BIGG proposes to teach up to 30 provincial staff members from the five provinces where BIGG is active how to use the interactive training approach with BIGG's training materials. BIGG is uniquely positioned to help staff in the provinces, contributing to the sustainability of performance-based budgeting, by doing the following: (1) increasing their knowledge of improved financial systems, including performance-based budgeting, (2) accomplishing the provincial coordination that is mandated in Law 22/2000, (3) training provincial staff in delivering training, (4) implementing training materials that can be used with no additional investments required, and (5) meeting a demand for performance-based budget training. APPSI (the province association) will be invited to the Provincial training workshops to participate as observers.

There are some acknowledged limitations to this approach. First, BIGG has no direct control over the way the provincial staff choose to teach the materials, nor can BIGG require the staff to use the BIGG materials themselves. Second, the Provincial training team may have little financial expertise or experience with

performance indicators with which to answer technical questions. Therefore, BIGG suggests that the provinces use a blend of their own trainers, supplemented by university faculty or local government staff with financial expertise and practical application experience in preparing performance budgets. But BIGG also recognizes that achieving sustainability requires the use of multiple delivery methods.

*Activity 2.05 Design and implement the Associational Training Model.*

The association staff will have a lead role in developing and delivering one workshop for their members. BIGG will be available to provide direction and guidance. A primary goal of this model is to increase LGUs' awareness of the need to share in the cost of training through fees. The training needs assessment conducted at the six regional conferences will identify potential topics for the workshop that have sufficient demand and that local governments will be willing to pay for.

With BIGG guidance and instruction, the associations will be actively involved in all aspects of training workshop development and delivery, such as planning the educational objectives of a workshop, coursework design for a specified target audience, and management and organization of all necessary resources (e.g., contracting of trainers, budget development, logistics, and marketing). The ultimate goal is to provide the associations with an extensive "learning by doing" model or "on-the-job training" for each association in building their capacity to plan, organize, manage, and deliver training services for members. BIGG has already begun this transfer process by using the association training partners as an integral part of BIGG's training team.

**Program 3 Develop subject-focused financial management and staff development training materials, publications, and management tools and use these to strengthen the core management and performance budget skills of Indonesian local government officials, to support improved democratic decision making, to provide transparent and accountable financial management and budgeting systems, and to enable the more efficient and effective delivery of community services.**

Sustainability of training and consulting services is directly related to the willingness of the intended beneficiaries of the services to support them through active involvement. BIGG's training strategies and models employed under the program extension period will move toward more intensive and direct engagement of the primary recipients in an effort to make the services more relevant, but also to increase the potential for sustaining the provision of training programs and consulting services once USAID funding is no longer available.

BIGG will continue to develop knowledge and skills of the Local Government Consulting Pool by delivering training workshops and on-site consulting services. The first group, composed of team leaders and local coordinators will be responsible for delivering on-site training, establishing relationships between the hub and satellite partners, and providing hands-on, day-to-day individualized consulting services for the Kota/Kabupaten-to-Kota/Kabupaten (K2K) model.

The second group, composed of the training team (includes association interns), and partners from the associations, universities and central ministries, will be responsible for delivering the training models called Peer-to-Peer Networking (P2P) and Provincial Training on Materials.

#### *Expected Program Results*

- *The program creates a self-sustaining training model that contains the tools to continually assess the quality of the training and update training programs to meet the needs of users.*
- *BIGG's training strategies and models employed under the program extension period will move toward more intensive and direct engagement of the primary recipient in an effort to make the services more relevant, but also to increase the potential for sustaining the provision of training programs and consulting services once USAID funding is no longer available.*

#### *Activity 3.01 Develop a training and publications strategy.*

The strategy will outline the technical issues to be covered, the rationale for selected issues, target audience for different training and publications materials, the intended usefulness, expected uses and impacts, and dissemination methods.

#### *Activity 3.02 Ensure scheduling coordination with delivery of K2K workshops in Papua (nine workshops led by the team leader and local coordinators).*

#### *Activity 3.03 Develop 10 additional "BIGG Picture" publications.*

BIGG will continue with its popular publication series, the "BIGG Picture." Ten additional "BIGG Pictures" on timely topics will be produced. The results of the Regional Conference Training Needs Assessment surveys will be reviewed for potential topics.

#### *Activity 3.04 Develop a Performance-based Budgeting Reference Manual.*

These materials will equip individual trainers/consultants with tools that will make them more viable and sustainable. These documents are the primary foundation for the K2K, P2P and Provincial models.

The reference manual will contain a number of sample documents: performance indicators customized for the Indonesian service delivery context, budget instructions (from the mayor to the staff), budget calendar, citizen participation plan, performance-based budgets, and performance reports.

#### *Activity 3.05 Provide PBB assessment feedback on FY 2003 budgets.*

Team leaders will provide feedback to each of the local government partners on their FY 2003 performance-based budgets based on an evaluation provided by a short-term consultant.

#### *Activity 3.06 Design and implement a Financial Reporting project with Kabupaten Sleman.*

This special project will take the budgeting process from its inception in the planning phase through the budget preparation phase and into the performance

and financial reporting phase. To accomplish this project BIGG will need to do the following at a minimum: add program and activity codes to the current MoHA account structure, finalize a chart of accounts, establish an accounting program with the chart of accounts, load the budget information for a selected portion of the LGU performance budget, enter all budget and accounting-related transactions, prepare periodic financial and performance reports, and tie the performance reports into the bupati's accountability report. This project provides an opportunity to evaluate the use of a list of programs and activities that can be used across the country. The intent is to get MoHA to consider Program and Activity at a higher level than is currently implemented in KepMen 29 while at the same time resolving MoHA's concerns that fields for program and activity cannot be added to the current account structure because the programs and activities change each year. The proposed list is based on a similar one used by the central government.

*Activity 3.07 Coordinate a task force meeting to be held in conjunction with the national conference; topic is "Using PBB to Manage Your Local Government and Linking PBB to the Mayor's/Bupati's Accountability Report."*

A one-day meeting will be held to provide an opportunity for selected LGUs and the associations to discuss the relationship between performance budgeting and performance reporting and to identify issues for further consideration and action by LGUs and possibly the Ministry of Home Affairs.

*Activity 3.08 Develop and deliver a one-day "National Conference" for 30 partner LGUs (minimum of 150 person-training days).*

This one-day conference will provide opportunities for Year 1, 2, and 3 partner LGUs to discuss issues related to implementing performance-based budgeting and promoting interregional cooperation. The conference kicks off the final portion of the BIGG program. The primary purpose of this conference is to provide information to the LGU partners on the Modified KepMen 29 model that BIGG is proposing to the Ministry of Home Affairs. This conference also provides an opportunity for representatives of MoHA and MoF to provide timely and relevant information to the BIGG LGU partners.

150 person-training days = (18 Y1 & Y2 LGUs + 12 satellites) x 5 persons

*Activity 3.09 With APKASI and APEKSI, develop and deliver six one-day "Regional Conferences," including designing and administering a training needs assessment (minimum of 600 person-training days).*

Regional conferences provide an opportunity for all of the kota and kabupaten within a specific APEKSI region to network with each other and for the central ministries to discuss issues related to performance-based budgeting. To further develop the capacity of the local government associations, which are key to the sustainability of BIGG's efforts, these six one-day conferences will be cosponsored with the urban and rural district associations (APEKSI and APKASI). The two associations will be equal partners in determining the program, timing, and expected outcomes of the conferences.

From BIGG's perspective, we would like to see the following accomplished by the conferences: (1) the associations view these conferences as a critical opportunity to help them gather feedback from their LGU constituents on various issues and laws and, in turn, provide that feedback to the Ministries of Home Affairs and Finance; (2) the local government training needs assessments are accomplished; (3) the associations assist in the marketing of the P2P workshops; and (4) the associations assist in determining who will attend the P2P workshops.

600 person-training days = 6 conferences x 100 participants

A joint needs assessment will be conducted at the six regional conferences by APEKSI, APKASI, and BIGG. (Note: Although APPSI may be a cosponsor, it will not be participating in designing the needs assessment.) The survey will be distributed to those attending the regional conferences. A targeted focus group will be used to confirm the content of the survey; both the association leaders and training team will help finalize and implement the survey and evaluate the results.

- *Results of the assessment will identify areas of LGU interest for publications and/or training by the associations or BIGG.*
- *Results of the assessment will measure the LGUs' willingness and ability to pay for future training by associations.*
- *Results of the assessment will identify kotas and kabupatens interested in participating in the P2P workshops in that region.*

*Activity 3.10 Develop a sample Budget Calendar to be placed in the PBB reference manual.*

*Activity 3.11 Develop a sample Citizen Participation plan to be placed in the PBB reference manual.*

*Activity 3.12 Develop sample Budget Instructions to be placed in the PBB reference manual.*

*Activity 3.13 Develop sample performance-based budgets for Health, Transportation, and Public Works to be placed in the PBB reference manual.*

*Activity 3.14 Deliver K2K on-site consulting services for developing a budget calendar for 6 hubs and up to 12 satellite partners.*

*Activity 3.15 Develop and deliver a one-day Training on Materials (ToM) workshop for a four-day "Information-sharing Workshop Series" for the Core Consulting Team (CCT) and two-person teams from hub partners (200 person-training days).*

The primary purpose of the workshop series is to enable team leaders and local coordinators to work with staff from hubs in helping other local government teams as they, in turn, implement performance-based budgeting programs in their own jurisdictions.

200 person-training days = 4 days x (38 + 12) persons

**Activity 3.16** *Update and deliver three three-day “ToM workshops for K2K Series ABC” for CCT (351 person-training days).*

This three-part series provides a step-by-step approach to implementing performance-based budgeting.

351 person-training days = 9 days x (3+24+12=39) persons

**Activity 3.17** *Develop and deliver a two-day “Performance-based Budget Assessment” workshop to CCT (76 person-training days).*

This two-day workshop’s primary focus is on how to assess the performance-based budget from a departmental, mayor/bupati, or legislative perspective. Special emphasis will be placed on developing technical analytical skills.

76 person-training days = 2 days x 38 persons

**Activity 3.18** *Deliver K2K on-site consulting services to develop a Citizen Participation plan for 6 hub and up to 12 satellite partners.*

On-site consulting services consists of ensuring that the two hub staff members meet with their respective satellite partners at least once every two weeks for a minimum of four hours. On-site consulting services consist of meeting with the Technical Team and other needed local government staff to provide day-to-day assistance with implementing performance-based budgeting in the local government unit.

**Activity 3.19** *Deliver four one-day “Information-sharing Strategies and Skills” workshops for each hub/satellite cluster (624 person-training days).*

The information-sharing workshops for each hub cluster will be held by July 31, 2003, November 30, 2003, February 28, 2004, and May 15, 2004.

The series will be used to encourage the exchange of information between a hub and its satellites. Participants for each cluster are: Executive (1 from hub and 1 each from satellites), DPRD (1 from hub and 1 each from satellites), focus area (2 from hub and 2 each from satellites), Technical Team (2 from hub and 2 each from satellites). Other: 2 staff persons from hub, 2 association representatives, 1 team leader and 3 local coordinators for a total of 26 persons at each cluster meeting.

624 person-training days = 6 cluster meetings x 4 times a year x 26 persons

**Activity 3.20** *Deliver K2K on-site consulting services to develop Budget Instructions for 6 hub and up to 12 satellite partners.*

On-site consulting services consists of ensuring that the 2 hub staff members meet with their respective satellite partners at least once every two weeks for a minimum of four hours. On-site consulting services consist of meeting with the Technical Team and other needed local government staff to provide day-to-day assistance with implementing performance-based budgeting in the local government unit.

**Activity 3.21** *Deliver the six-day “K2K PBB Series ABC” for up to 12 satellite partners with 24 participants (minimum of 1,728 person-training days).*

This six-day workshop will be delivered by team leaders/local coordinators and a two-person team from the hub LGU to the K2K Year 3 satellite partners. (Note: The workshop will be provided on-site for each of the Year 3 satellite partners.) The Performance-based Budgeting Reference Manual will be passed out to each participant on the first day of the Series A Workshop.

1,728 person-training days = 6 days x 12 partners x 24 participants

**Activity 3.22** *Deliver K2K on-site consulting services to develop Performance-based Budgets for one focus area for 6 hub and up to 12 satellite partners.*

On-site consulting services consists of ensuring that the two hub staff members meet with their respective satellite partners at least once every two weeks for a minimum of four hours. On-site consulting services consist of meeting with the Technical Team and other needed local government staff to provide day-to-day assistance with implementing performance-based budgeting in the local government unit.

**Activity 3.23** *Develop and deliver two four-day “ToM for Performance Reporting” workshops (284 person-training days).*

One four-day session will be provided for the team leaders and local coordinators.

108 person-training days = 4 days x 27 persons

A second four-day session will be provided for those from the Local Government Consulting Pool who are available to teach.

176 person-training days = 4 days x (7+4+16+11+6=44) persons

**Activity 3.24** *Deliver six two-day “Performance Reporting” workshops (one per APEKSI region) to selected LGUs (288 person-training days).*

This two-day workshop will be offered once in each of the six APEKSI regions by the Local Government Consulting Pool. Attendance will be limited to 24 participants with priority given to Year 1 and Year 2 “graduates” of the BIGG program.

288 person-training days = 12 days x 24 persons

**Activity 3.25** *Deliver 18 two-day “Performance Reporting” workshops to K2K partners (864 person-training days).*

This two-day workshop will be delivered by team leaders/local coordinators to the K2K Year 3 hub and satellite partners. (Note: The workshop will be provided individually for each of the Year 3 hub and satellite partners.)

864 person-training days = (6 + 12=18) x 2 days x 24 persons

**Activity 3.26** *Develop and deliver one four-day “Training on Materials for P2P Series ABC” workshop (176 person-training days).*

This four-day ToM workshop will be provided to the Local Government Consulting Pool. The Performance-based Budgeting Reference Manual will be passed out to each participant on the first day of the workshop. This ToM workshop will be used to teach the materials to the Local Government Consulting Pool for both the P2P and Provincial workshops.

176 person-training days = 4 days x (7+4+16+11+6=44) persons

**Activity 3.27** *Deliver the three-day “P2P Series ABC” workshop at 12 locations with an average of 24 participants (864 person-training days).*

This three-day workshop will be delivered by the Local Government Consulting Pool. Each workshop requires a minimum of a four-person team. Depending on the availability of personnel from the training pool, we can have two to five teams offering this workshop. The number of times that this workshop is offered depends upon the interest demonstrated by the LGUs. Marketing and sign-up for the P2P workshops will be held at the regional conferences.

864 person-training days = 3 days x 12 locations x 24 persons

**Activity 3.28** *Develop a Local Government Consultant’s reference manual.*

This reference manual will be used as the basis for the staff development workshops.

**Activity 3.29** *Update and deliver “Training on Materials for Provincial Series ABC” (88 person-training days).*

This two-day ToM workshop will be provided to the Local Government Consulting Pool. It will not cover the materials that will be taught in the ToM workshop for P2P. This ToM will focus on how to teach interactive training techniques to the Provincial trainers.

88 person-training days = 2 days x (7+4+16+11+6=44) persons

**Activity 3.30** *Deliver five five-day “Provincial Series ABC” workshops (750 person-training days).*

750 person-training days = 30 persons x 5 ToM workshops x 5 days

**Activity 3.31** *Develop and deliver a one-day “Training Needs Assessment” workshop for CCT (38 person-training days).*

The primary purpose of this workshop is to introduce the “discrepancy approach” to conducting training needs analysis.

38 person-training days = 1 day x 38 persons

**Activity 3.32** *Develop and deliver a one-day “Training on Materials for Customer Satisfaction” workshop for CCT (38 person-training days).*

The primary purpose of this workshop is to encourage LGU officials to view citizens as customers to whom they provide services. The idea for the development of this workshop came from the team leaders.

38 person-training days = 1 day x 38 persons

**Activity 3.33** *Deliver a one-day “K2K Customer Service” workshop for 6 hubs and up to 12 satellite partners for 24 participants at each workshop (432 person-training days).*

This workshop will be provided by the team leader and local coordinators individually to each K/K in the hub cluster.

432 person-training days = 1 day x 18 LGUs x 24 participants

**Activity 3.34** *Develop and deliver a one-day “Good Governance” workshop for CCT and BIGG administrative staff (46 person-training days).*

This one-day workshop will be provided to the Core Consulting Team and BIGG administrative staff and focuses on the importance of ethics in public administration. Materials will come from the Local Government Consulting Reference Manual.

46 person-training days = 1 day x (38+8) persons

**Activity 3.35** *Develop and deliver a one-day “Principles of Effective Local Government” workshop for CCT (38 person-training days).*

This one-day workshop will be provided to the Local Government Consulting Pool and focuses on the six principles of effective local government. Materials will come from the Local Government Consulting Reference Manual.

38 person-training days = 1 day x 38 persons

**Activity 3.36** *Develop and deliver a four-day “Consulting Strategies” workshop to CCT (152 person-training days).*

This four-day workshop will be provided for the Core Consulting Team. Its primary focus is on the group process and technical skills required for consulting. Materials will come from the Local Government Consulting Reference Manual.

152 person-training days = 4 days x 38 persons

**Activity 3.37** *Develop and deliver a one-day “National Conference” in 2004 for 30 partner LGUs (minimum of 150 person-training days).*

This one-day conference will provide opportunities for Year 1, 2, and 3 partner LGUs to reflect on the progress made in implementing performance-based budgeting in local governments in Indonesia. It will provide input into the exit strategy and next steps to be taken after the BIGG program.

150 person-training days = (18 Y1 & Y2 + 12 Y3 = 30 LGUs) x 5 participants per LGU

**Activity 3.38** *Evaluate and make recommendations for proposed national legislation on an as-needed basis.*

BIGG will primarily conduct this analysis for the Ministry of Home Affairs and Ministry of Finance. The particular area of legislative focus is KepMen 29, which was implemented in June 2002. Other legislation will be evaluated as requested.

**Program 4    Establish a network of strategic alliances that can sustain or enhance the programs and services.**

The BIGG staff has worked hard to involve the various key stakeholders in each stage of the planning and implementation of the BIGG program, and this involvement will increase over the final months of the program. While local governments are the primary training recipients and have been fully involved in the BIGG program, BIGG has also provided critical input to the Ministries of Home Affairs and Finance in the development of regulations regarding local government finance. BIGG has also provided valuable communication linkages between the ministries and the LGUs in the formative months of decentralization. These linkages need to be addressed as part of any sustainability strategy.

The strategic alliance partners include the relevant ministries, BIGG's Technical Advisory Committee, the Local Government Consulting Pool, other USAID and other donor-funded programs concerned with decentralization, provincial staff, the local government associations, and university professors and lecturers.

***Expected Program Results***

- *The communication linkages between the various interested parties ensure that the sustainability of performance-based budgeting is not solely dependent on one source.*

***Ministry of Finance***

**Activity 4.01** *Include Ministry of Finance in Strategy #1 by inviting six additional MoF staff members to become a part of the Local Government Consulting Pool.*

**Activity 4.02** *Include Ministry of Finance in Strategy #2, as part of the Training Advisory Committee, to review and comment on training materials and on all "BIGG Pictures."*

**Activity 4.03** *Include Ministry of Finance in Strategy #3 by discussing the K2K, P2P, and Provincial models with the MoF staff.*

**Activity 4.04** *Include Ministry of Finance in Strategy #4 by having MoF staff participate in national and regional conferences, participate in the LGCP, and deliver P2P and Provincial training workshops and clinics.*

**Activity 4.05** *Include Ministry of Finance in Strategy #5 by continuing to maintain close relations with the MoF Local Government Financial Planning Directorate, where BIGG has routine discussions with the Director and his staff on the regulations being developed for local government finance.*

**Ministry of Home Affairs**

- Activity 4.06 Include Ministry of Home Affairs in Strategy #1 by inviting six MoHA staff members to become a part of the Local Government Consulting Pool.*
- Activity 4.07 Include Ministry of Home Affairs in Strategy #2 by continuing to ask MoHA, as part of the Training Advisory Committee, to review and comment on training materials and on all "BIGG Pictures."*
- Activity 4.08 Include Ministry of Home Affairs in Strategy #3 by discussing the K2K, P2P, and Provincial models with the MoHA staff.*
- Activity 4.09 Include Ministry of Home Affairs in Strategy #4 by having MoHA staff participate in regional and national conferences, participate in the LGCP, and deliver P2P and Provincial training workshops and clinics.*
- Activity 4.10 Include Ministry of Home Affairs in Strategy #5 by continuing to maintain close relations with the Local Government Financial Planning Directorate, where BIGG has routine discussions with the Director and her staff on the regulations being developed for local government finance.*

**Local Government Associations**

- Activity 4.11 Include local government associations in Strategy #1 by continuing to include interns in the Local Government Consulting Pool.*
- Activity 4.12 Include local government associations in Strategy #2 by including association interns in the training on materials for all workshops.*
- Activity 4.13 Include local government associations in Strategy #4 by asking them to continue to cosponsor BIGG's regional conferences as well as play a major role in marketing the P2P networking workshop series and the Associational training model.*
- Activity 4.14 Include local government associations in Strategy #5 by continuing to work with the associations to promote the adoption of performance-based budgeting and to help local governments build the capacity to implement improved budget and financial management systems.*

**Universities**

- Activity 4.15 Include universities in Strategy #1 by increasing the number of university staff in the Local Government Consulting Pool.*
- Activity 4.16 Include universities in Strategy #2 by including the university members of the LGCP in the training on materials so that they provide input into the workshop materials.*

*Activity 4.17 Include universities in Strategy #4 by having them participate in the LGCP and deliver P2P and Provincial training workshops and clinics.*

*Activity 4.18 Include universities in Strategy #5 by continuing to work with the universities to promote the adoption of performance-based budgeting and to help local governments build the capacity to implement improved budget and financial management systems.*

### **Other USAID Programs**

*Activity 4.19 Continue strategic alliances with the other USAID programs.*

BIGG will also continue to coordinate efforts with other USAID programs in Indonesia related to decentralization and financial management. BIGG will continue to integrate the activities of ICMA's Task Order with the Cooperative Agreement; namely, the Resource Cities Program and the association development work. USAID's CLGI program, which is focused on developing a clearinghouse for local government information, and the Performance Oriented Regional Management (PERFORM) Program, which is concerned with medium-term planning in local governments, are the most closely related donor-funded programs. We plan a joint publication on planning and budgeting with PERFORM.

### **Other Donor Agencies**

*Activity 4.20 Continue strategic alliances with other donor programs by participating in donor working groups.*

**Program 5 Establish an organizational framework that can respond to local government needs and provide continuity of programs and services.**

### **Expected Program Results**

- *Creates a sustainability model that has the ability to evolve participants' knowledge over time as well as their awareness of their stakeholders' needs.*

***The continuum referenced in many of the following activities is provided in the following Sustainability Framework table.***

### **Sustainability Framework**

<b>Sustainability Continuum</b>	<b>For LGUs (Receivers)</b>	<b>For Training Pool (Deliverers)</b>	<b>For Organizations (Institutional Memory)</b>
Initial awareness	Initial awareness; understanding the basic concepts	Initial awareness; understanding the basic concepts	Physically housing information as a repository

	Some interaction with outside sources or initial attempts from an outside source to guide; examples: providing a manual, one-time training workshop w/o follow-up	Guided training for building both process and technical training skills	Publication or dissemination of information through various communication vehicles such as reprints, Web site
	Deeper, more intense guidance from outside source working with LGU staff in on-site application, more hand holding, emphasize application not theory	Actual field experience in a lead role to conduct training/consulting	Organizational capacity to use both human and fiscal resources in the delivery of a product such as training
	Application of concepts and tools from outside sources on their own but not yet a normal part of the LGUs' activities	Independent trainer/consultant (independent of donor funds)	Organizational capacity to design, update, evolve, and upgrade products as a normal part of the organization's activities
	Full institutionalization, in which the behavior becomes part of the organizational culture	Preparation for establishment of private or public consultancy	Peer transfer programs and direct consultancies with a deeper focus

*Activity 5.01 Enable the satellite LGUs in the K2K model to move from their beginning point on the continuum—a basic understanding of the concepts of PBB—to a deeper, guided understanding and application of the concepts through training and on-site technical assistance.*

*Activity 5.02 Enable the six hub partners in the K2K model to move farther along the continuum to a deeper understanding and application of the concepts of PBB through training and on-site technical assistance.*

*Activity 5.03 Enable the LGUs involved in the P2P training to move from an initial awareness of the concepts of PBB to a deeper understanding through training and “clinics.”*

*Activity 5.04 Provide training to provincial staff to create an initial awareness and help them develop a basic level of understanding.*  
We will strive to teach them the basic concepts—depending on how they choose to progress, they may move independently further along the continuum.

*Activity 5.05 Enable the Local Government Consulting Pool to move further along the sustainability continuum so they are able to lead training and provide consulting services.*

*Activity 5.06 Enable the local government associations to move further along the sustainability continuum by developing the capacity to use both human and fiscal resources in training delivery and then begin working on developing their capacity to design, update, and upgrade training materials and other products.*

*Activity 5.07 Identify an institutional home(s) for the BIGG program materials by May 31, 2004.*

In the last six months of the program BIGG will analyze all viable stakeholders and identify the most sustainable home(s) for the BIGG materials repository. We will use the following steps: (1) identify organizational capabilities required to

sustain the essence of the BIGG program, (2) identify organizations that have organizational capabilities as a potential home for BIGG materials, (3) identify the most sustainable homes for the materials, and (4) prepare a materials transfer plan.

## **Annex A**

### **Time Line with Specific Completion Dates**

BIGG: Core Management and Budget Skills for Local Governments																					
Funded 16-Month Extension Activity/Product Implementation Plan																					
				2003										2004							
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1.00	Establish a cadre of local government consultants with a wide range of knowledge and skills to develop responsive, informed local government decision makers																				
1.01	ToR 24 - Increase the LGCP from 45 to 71 persons by April 30,																				
1.02	ToR 25 - Increase the number of local governmental or provincial staff who can deliver the BIGG Training Series ABC on PBB from 30 to 162 persons by February 28, 2004																				
1.03	ToR 18 - Establish MoUs with universities involved in P2P training by June 1, 2003							Mo U													
1.04	ToR 19 - Establish MoU with provincial governments where Provincial training will take place by December 31, 2003														Mo U						
1.05	ToR 20 - Work with MoHA on adding some staff to the LGCP by June 1, 2003							Mo U													
1.06	ToR 21 - Establish MOUs with universities for teaching the Provincial PBB ToT series by December 31, 2003														Mo U						
2.00	Design and implement a delivery system for resource materials that uses a variety of models to optimize local resources and involves local government officials as active participants																				
2.01	ToR 1 - Conduct an assessment and issue a report for BIGG's current 18 LGU recipients to determine what has been accomplished to date and identify the "star" performers by March					Wk 3															
2.02	ToR 1 - Design and implement the K2K model including selecting kota hubs and satellites and executing MoUs by April 30, 2003. Sub-tasks include: 1. Ensure that the TLs and LCs understand the expected outcomes of the K2K model including required deliverables. 2. Establish criteria for selecting hub partners. 3. Establish criteria for 2-person team from K2K hubs that will work with the satellite partners. 4. Establish criteria for selecting satellite partners. 5. Select hub partners and get their MOU confirmation. 6. Select satellite partners and get their MOU confirmation. 7. Reassign existing LCs or select new LCs for satellite partners. 8. Select 2-person team from hub partners to work with satellites. 9. Execute MoU with hub partners including a work plan with deliverables. 10. Execute MoU with new LC for satellite partners. 11. Execute MoU with satellite partners including a work plan with deliverables. 12. Assign TLs and LCs						Mo U Wk 4												Establi sh criteria		Rpt

BIGG: Core Management and Budget Skills for Local Governments																			
Funded 16-Month Extension Activity/Product Implementation Plan																			
				2003										2004					
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
2.03	ToR 2 - Design and implement the P2P networking model by July 31, 2003. Sub-tasks include: 1. Ensure that the training staff and current LGCP understand the purpose of P2P networking model. 2. Work with the APKASI and APEKSI associations to determine criteria for K/K attending the P2P workshops. 3. Work with the APKASI and APEKSI associations to develop & distribute marketing materials for the P2P networking model. 3. Work with APKASI and APEKSI to determine where the P2P workshops will be held. 4. With APKASI and APEKSI select K/K to participate in the P2P networking program. 5. Assign teams for P2P networking model to have a blend of universities																Est abli sh crite ria		Rpt
2.04	ToR 3 - Design and implement the Provincial training model by December 31, 2003. Sub-tasks include: 1. Ensure that the training staff and current LGCP understand the purpose of Provincial training model. 2. Execute MoU with provinces selected for training program. 3. Assign training teams for provincial workshops to have a blend of universities, BIGG training staff, and ministry staff. 4. Establish criteria for evaluating impact of BIGG program through implementation of Provincial training model. 5. Prepare a report evaluating impact																Est abli sh crite ria		Rpt
2.05	ToR 4 - Design and implement the Associational training model concept by December 31, 2003. Sub-tasks include: 1. Ensure that the training staff understands the purpose of Associational model. 2. Identify BIGG team to work with associations to develop the workshop they plan to deliver. 3. BIGG training staff prepares a work plan for participating in the Associational training model. 4. BIGG training staff and associations develop a work plan identifying the specific deliverables that each will provide. 5. Execute an MoU with APKASI for execution of work plan for implementing the Associational training model. 6. Execute an MoU with APEKSI for execution of work plan for implementing Associational training model. 7. Establish criteria										Wk 1 Wk 2						Est abli sh crite ria		Rpt
3.00	Develop subject-focused financial management and staff development training materials, publications, and management tools and use these to strengthen the core management and performance budget skills of Indonesian local government officials, to support improved democratic decision making, to provide transparent and accountable financial management and																		

BIGG: Core Management and Budget Skills for Local Governments																	
Funded 16-Month Extension Activity/Product Implementation Plan																	
		2003												2004			
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
				1	2	3	4	5	6	7	8	9	10	11	12	13	14
3.01	ToR 22 - Develop a training and publications strategy by March 31, 2003.			Wk 3													
3.02	ToR 29 - Ensure scheduling coordination with delivery of K2K workshops in Papua (9 workshops led by TL and LCs).																
3.03	ToR 12 - Develop 10 additional "BIGG Picture" publications by April 30, 2004.					1		2		3		4	5	6	7	8	9
3.04	ToR 6- Develop a PBB reference manual throughout the training in 2003 and 2004.				ToR s 7, 8, 9			ToR 10									
3.05	ToR 16 - Provide PBB assessment feedback on FY 2003 budgets. Graduates completed by June 30; hubs by July 31.				Gra ds	Gra ds	Gra ds	Hub s									
3.06	ToR 5 - Design and Implement a Financial Reporting project with Kabupaten Sleman. ToR finished by June 30, 2003. Needs assessment by July 1; MoU by August 31. Sub-tasks include: 1. Do a project assessment to determine what can realistically be accomplished in the timeframe of the BIGG program. 2. Develop a work plan. 3. Execute an MoU with Sleman. 4. Implement work						ToR Wk 3	Need MoU Ass Wk 4									
3.07	ToR 17 - Coordinate a task force in conjunction with national conference; topic is using PBB to manage better and for accountability report; materials and discussions from the task force meeting will influence the associations' PPP policies by						Wk 1										
3.08	ToR 50 - Develop and deliver a 1-day national conference for 30 partner LGUs by June 5, 2003. Sub-tasks include: 1. Identify the problem and issues to be chosen as the conference topics. 2. Ensure that training team, TLs, and LCs understand the expected outcomes of the national conference. 3. Identify the participants from the K/K. 4. Work with TL and LC for invitation letters. 5. Develop the approach, PowerPoint slides, and handouts for the conference. 6. Inform MoF and MoHA to get						Wk 1										

BIGG: Core Management and Budget Skills for Local Governments																	
Funded 16-Month Extension Activity/Product Implementation Plan																	
		2003												2004			
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
				1	2	3	4	5	6	7	8	9	10	11	12	13	14
3.09	ToR 51 - With APKASI and APEKSI, develop and deliver 6 regional conferences, including designing and administering a TNA for LGUs by July 31, 2003. TNA tool must be designed by April 30. LoA signed by March 30, 2003; Start marketing design for P2P by April 30, 2003. Sub-tasks include: 1. Identify the problem and issues to be chosen as the conference topics. 2. Determine the personnel who will be involved in the conference organization. 3. The BIGG training team will assist the associations to prepare tools for TNA to be used in the conference. 4. The BIGG training team will assist the associations to prepare the approach to identify the participants for P2P model. 5. The BIGG training team will assist the associations in identifying, inviting, and confirming the conference participants. 6. Get confirmation from trainers and			LoA & Mkt Wk 4	Mkt Wk 1-4 TNA Tool done by Wk 4	APK ASI conf	1&2 Wk 4	3&4 Wk 1 5&6 Wk 2	APE KSI conf								
3.10	ToR 10 - Develop a Budget Calendar to be placed in the PBB Reference Manual by April 30, 2003.				ToR												
3.11	ToR 7 - Develop a Citizen Participation plan to be placed in the PBB Reference Manual by April 30, 2003.				ToR												
3.12	ToR 8 - Develop Budget Instructions to be placed in the PBB Reference Manual by April 30, 2003.				ToR												
3.13	ToR 9 - Develop a sample PBB for Health, Transportation, and Public Works to be placed in PBB reference manual by July 15,							ToR									
3.14	ToR 10 - Deliver K2K on-site consulting services for 6 hubs & 12 satellites to develop budget calendar. First draft due June 1; BIGG review due June 15; Final due July 1, 2003.						1st Ju 1; Eval	Final Jul 1									
3.15	ToR 60 - Develop & deliver 1-day ToM for 4-day Information-sharing Workshop Series for CCT & 2-persons from each hub					ToM Wk											
3.16	ToR 57 - Update the K2K ToM Training Series ABC and deliver 3 3-day ToMs for CCT for K2K Series ABC. A by May 9; B by Aug 8; C by Sept 5, 2003.				Upd tA Wk 4	ToM A Wk 1		Upd ate B& C	B ToM Wk 1	C ToM Wk 1							
3.17	ToR 62 - Develop & deliver a 2-day PBB assessment workshop to CCT by August 8, 2003.								Wk 1								

**BIGG: Core Management and Budget Skills for Local Governments**
**Funded 16-Month Extension Activity/Product Implementation Plan**

		2003												2004					
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
3.18	ToR 7 - Develop K2K on-site consulting services for 6 hubs & 12 satellites to develop a citizen participation plan. First draft due June 1; BIGG review due June 20; Final due July 15, 2003. Approved by DPRD by February 28, 2004.						1 Ju 15; eval Ju	Final Jul 1							App rove d DP				
3.19	ToR 60 - Deliver four 1-day Information-sharing workshops to each hub/satellite cluster by July 31 and Nov 30, 2003 & Feb 28 and May 15, 2004.							1				2			3			4	
3.20	ToR 8 - Deliver K2K on-site consulting services for 6 hubs & 12 satellites to develop budget instructions. First draft due July 1; BIGG review due July 15; Final due August 1, 2003.							1st Ju 1 Eval Ju	Final Aug 1										
3.21	ToR 57 - Deliver the 6-day K2K Series ABC for up to 12 satellite partners. A delivered by May 31, 2003, B delivered by August 31, 2003, and C delivered by October 31, 2003.					A Wk 3 &			B Wk 2 &		C Wk 2 &								
3.22	ToR 9 - Deliver K2K on-site consulting services for 6 hubs & 12 satellites to develop performance budgets for one focus area. First draft due Oct 1; 2nd draft due Nov 1; Final due Dec 1, 2003. Presented to DPRD or at least Commisi C by February 28, 2004.										1st	2nd	Final		Revi ewe d by DP RD				
3.23	ToR 59 - Develop & deliver 2 4-day ToM for Performance Reporting workshops by December 31, 2003.												ToM Wk 1 K2K Wk 2						
3.24	ToR 59 - Deliver 6 2-day Performance Reporting workshops (1 per APEKSI region) to selected LGUs by January 31, 2004.												Wk 3 1&2	Wk 3 2&4 Wk 4					
3.25	ToR 59 - Deliver 18 2-day Performance Reporting workshops to K2K partners by January 31, 2004.												Wk 2 Wk	Wk 3					
3.26	ToR 56 - Develop & deliver a 4-day ToM workshop for P2P Series ABC for PBB by August 31, 2003.								ToM Wk 4										

BIGG: Core Management and Budget Skills for Local Governments																	
Funded 16-Month Extension Activity/Product Implementation Plan																	
		2003												2004			
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
				1	2	3	4	5	6	7	8	9	10	11	12	13	14
3.27	ToR 56 - Deliver the 3-day P2P Series ABC PBB at 12 locations by October 30, 2003.									Wk1 1&2 Wk 2 3&4 Wk 3 5&6	Wk 3 9&1 0 Wk 4 11& 12						
3.28	ToR 11 - Develop a Local Government Consultant's reference manual by January 31, 2004.													Wk 4			
3.29	ToR 58 - Update & deliver a 3-day ToM for Provincial Series ABC by February 6, 2004.														ToM Wk		
3.30	ToR 58 - Deliver 5 5-day Provincial Series ABC PBB training workshops by April 30, 2004.														Wk 2 Wk 3		
3.31	ToR 52 - Develop & deliver a 1-day TNA workshop to CCT by March 31, 2004.															Wk 1	
3.32	ToR 53 - Develop & deliver a 1-day ToM for Customer Satisfaction workshop for CCT by March 31, 2004.															ToM Wk	
3.33	ToR 53 - Deliver a 1-day K2K Customer Service workshop for 6 hubs and 12 satellite partners (18 workshops) by April 30, 2004.																Wk 1 Wk 2
3.34	ToR 55 - Develop & deliver a 1-day Good Governance workshop for CCT and BIGG admin staff by April 30, 2004.																Wk 4
3.35	ToR 54 - Develop & deliver a 1-day Principles of an Effective Local Government workshop for CCT by April 30, 2004.																Wk 4
3.36	ToR 63 - Develop & deliver a 4-day Consulting Strategies workshop for CCT by April 30, 2004.																Wk 4
3.37	ToR 61 - Develop and deliver 1-day national conference for 30 partner LGUs by April 30, 2004. Sub-tasks include: 1. Identify the problem and issues to be chosen as the conference topics. 2. Ensure that training team, TLs, and LCs understand the expected outcomes of the national conference. 3. Identify the participants from the K/K. 4. Work with TL and LC for invitation letters. 5. Develop the approach, PowerPoint slides, and handouts for the conference. 6. Inform MoF and MoHA to get																Wk 3

BIGG: Core Management and Budget Skills for Local Governments																	
Funded 16-Month Extension Activity/Product Implementation Plan																	
			2003										2004				
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
					1	2	3	4	5	6	7	8	9	10	11	12	13
3.38	ToR 23 - Evaluate and make recommendations for proposed national legislation on as-needed basis																
4.00	Establish a network of strategic alliances that can sustain or enhance the programs and services																
4.01	Include MoF in Strategy #1 by inviting 6 additional MoF staff members to become part of LGCP																
4.02	Include MoF in Strategy #2 as part of the Training Advisory Committee (TAC) to review and comment on training materials and on all "BIGG Pictures."																
4.03	Include MoF in Strategy #3 by discussing the K2K, P2P, and Provincial models with MoF staff																
4.04	Include MoF in Strategy #4 by participating in national and regional conferences and by MoF participating in the LGCP and delivering P2P and Provincial training workshops and clinics																
4.05	Include Ministry of Finance in Strategy #5 by continuing to maintain close relations with the MoF Local Government Financial Planning Directorate, where BIGG has routine discussions with the Director and his staff on the regulations																
4.06	Include Ministry of Home Affairs in Strategy #1 by inviting six MoHA staff members to become a part of the Local Government																
4.07	Include Ministry of Home Affairs in Strategy #2 by continuing to ask MoHA as part of the Training Advisory Committee, to review and comment on training materials as well as to review and comment on all "BIGG Pictures."																
4.08	Include Ministry of Home Affairs in Strategy #3 by discussing the K2K, P2P, and Provincial models with MoHA staff																
4.09	Include Ministry of Home Affairs in Strategy #4 by having MoHA staff participate in regional, national conferences, participate in the LGCP, and deliver P2P and Provincial training workshops																
4.10	Include Ministry of Home Affairs in Strategy #5 by continuing to maintain close relations with the Local Government Financial Planning Directorate, where BIGG has routine discussions with the Director and her staff on the regulations being developed for																
4.11	Include local government associations in Strategy #1 by continuing to include interns in the Local Government																
4.12	Include local government associations in Strategy #2 by including association interns in the training on materials for all																
4.13	Include local government associations in Strategy #4 by asking them to continue to cosponsor BIGG's regional conferences as well as play a major role in marketing the P2P networking workshop series and the Associational training model																

BIGG: Core Management and Budget Skills for Local Governments																					
Funded 16-Month Extension Activity/Product Implementation Plan																					
				2003										2004							
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
4.14	Include local government associations in Strategy #5 by continuing to work with the associations to promote the adoption of performance-based budgeting and to help local governments build the capacity to implement improved budget																				
4.15	Include universities in Strategy #1 by increasing the number of university staff in the LGCP																				
4.16	Include universities in Strategy #2 by including the university members of the LGCP in the training on materials so that they provide input into the workshop materials																				
4.17	Include universities in Strategy #4 by having them participate in the LGCP and deliver P2P and Provincial training workshops																				
4.18	Include universities in Strategy #5 by continuing to work with the universities to promote the adoption of performance-based budgeting and to help local governments build the capacity to implement improved budget and financial management																				
4.19	Continue strategic alliances with the other USAID programs.																				
4.20	Continue strategic alliances with other donor programs by participating in donor working groups																				
5.00	Establish an organizational framework that can respond to local government needs and provide continuity of programs and																				
5.01	Enable the satellite LGUs in the K2K model to move from their beginning point on the continuum—a basic understanding of the concepts of PBB—to a deeper, guided understanding and application of the concepts through training and on-site																				
5.02	Enable the 6 hub partners in the K2K model to move farther along the continuum to a deeper understanding and application of the concepts of PBB through training and on-site technical																				
5.03	Enable the LGUs involved in the P2P training to move from an initial awareness of the concepts of PBB to a deeper																				
5.04	Provide training to provincial staff to create an initial awareness and help them develop a basic level of understanding																				
5.05	Enable the Local Government Consulting Pool to move further along the sustainability continuum so they are able to lead training and provide consulting services																				
5.06	Enable the local government associations to move further along the sustainability continuum by developing the capacity to use both human and fiscal resources in training delivery and then begin working on developing their capacity to design, update,																				

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Funded 16-Month Extension Activity/Product Implementation Plan																	
		2003												2004			
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
				1	2	3	4	5	6	7	8	9	10	11	12	13	14
5.07	Identify an institutional home(s) for the BIGG program materials by May 31, 2004.																Rpt
6.00	Reports																
6.01	Quarterly																
6.02	Final Report																Rpt

**Annex B**  
**Selected Kota/Kabupaten Inti and**  
**Satellite Candidate LGUs**

**Annex B. Selected Kota/Kabupaten Hub and Candidate Satellite Local Governments**

Province	Kota/Kab Inti	Candidate Satellite LGUs
<b>West Sumatera</b>	Kota Bukittinggi	Kabupaten Tanah Datar
		Kota Solok
<b>West Java/Banten</b>	Kota Bogor	Kabupaten Karawang
		Kota Serang
<b>Central Java</b>	Kabupaten Sukoharjo	Kota Klaten
		Kabupaten Boyolali
	Kabupaten Pati	Kabupaten Kudus
		Kabupaten Sragen
<b>East Kalimantan</b>	Kota Samarinda	Kabupaten Kutai Timur
		Kota Bontang
<b>South Sulawesi</b>	Kabupaten Gowa	Kabupaten Sidenreng Rappang
		Kabupaten Pangkajene Kepulauan